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Approved For Release 2002/07/24 : CIA-RDP80-01826R000400100041-6

SECURITY INFORMATION

C O P Y

TO : Career Service Committee

FROM : Working Group on Career Benefits

SUBJECT: Health insurance benefits

25 January 1952

1. In the recent report to the DCI concerning the progress of the Career Service Committee and its various working groups, there was included a tab relating to career benefits. The last item of that tab was entitled "Better Group Health Insurance". It was indicated that the matter was under study by the Government Employees Health Association.

2. It is the firm belief of this working group that in order to induce employees of CIA to become a part of the career development program (through signifying in writing their intent to regard employment with CIA as a career) there should be specific and tangible benefits to which CIA could point. It appears fundamental that in order to request something special and extra from employees CIA should offer something special and extra in return.

3. In our opinion experience has demonstrated that CIA employees as a group are better insurable risks in the field of medical care and hospitalization than the average group. The probable reasons for such favorable experience are careful physical examinations prior to employment, younger average age, higher average educational level, and medical benefits available under the Federal Employees Compensation Act and P. L. 110. Viewed solely in the light of an insurance proposition, experience to date would indicate that health insurance for CIA should be on a broader basis with respect to benefits available for comparable premium rates charged other groups.

4. In addition to actual insurance factors, there should be considered very seriously the question of whether in some manner CIA could assist or subsidize a health insurance program. A well thought out program of this nature would be a tangible benefit which CIA could "lay on the line" as an inducement for employees to enter CIA on a career basis.

5. It is our understanding that the Board of Directors of GEHA presently is studying insurance benefits and is seeking the advice of an experienced professional in the insurance field. We wish to avoid duplication of effort on its part and by this working group.

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Therefore, it is recommended that the deliberations of these two groups be fully coordinated. Our working group is available at any time for discussion and consultation on the subject. On an informal basis, this problem has been discussed both with Mr. Pool and with Mr. Malone, who are Directors of GEHA.

6. It is our understanding that the Personnel Office is drafting a tentative agenda to be considered by the above-mentioned consultant. Having this in mind, this working group is preparing suggestions in the field of medical care and hospitalization. The suggestions will be made available for your consideration subsequent to our regular meeting on 31 January 1952.

7. It is further recommended that this memorandum be forwarded to the Board of Directors of GEHA with the concurrence and endorsement of the Career Service Committee.

/s/



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Assistant General Counsel

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25 January 1952

MEMORANDUM

TO : Chairman, Career Service Committee

FROM : Chairman, Working Group on Employee Rating

SUBJECT: Final report of Working Group on Employee Rating

1. Since the report to you of 4 January, this Working Group has held three special meetings to consider additional directives from the Chairman of the Career Service Committee. A report dated 11 January covering the 9 January meeting has been submitted previously to you. Attached herewith is the report covering the two meetings of 21 and 22 January.

2. The Personnel Evaluation Report as finalized by the Group in discharging its directive is respectfully submitted to the Career Service Committee with the recommendation that this Report be adopted by CIA for the purpose of evaluating all Staff Employees and Staff Agents.

3. The following summary of action taken in respect to the Directive of 15 October supersedes the report of 4 January.

- A. With reference to the first clause of the assigned problem,
"To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an 'experimental' basis"-----

The Group recommends that there be no performance rating, as such, but that there be a single personnel evaluation system which will evaluate the potential of every employee--including the current job performance as a factor in the evaluation--but which will not require comparison between one employee and another. The Group, therefore, recommends that the proposed system be immediately installed throughout CIA and that it be revised, if necessary, after one year's experience has been acquired.

- B. With reference to the second clause of the assigned problem,
"To recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment"-----

The Group recommends there should be a supervisory report on the employee and has incorporated into the attached Report all factors of this portion of the Directive in accord with this decision.

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- C. With reference to the third clause of the assigned problem,
"To insure that rating systems recommended can be integrated into a Career Service Program"-----

Throughout its discussions the Group has kept before it the idea of a Career Service Program and has pointed the final Report toward integration into this Program.

- D. With reference to the fourth clause of the assigned problem,
"To recommend methods of approaching uniformity in rating standards and to insure that ratings are responsive to job duties and responsibilities"-----

The Group recommends that there should not be ratings as such (see 3 A above) and has so designed the proposed form and procedures. Therefore, the Personnel Evaluation Report is so developed to insure that the evaluation is responsive to job duties and responsibilities as well as individual potential.

- E. With reference to the fifth clause of the assigned problem,
"To recommend procedures for use of the respective offices in handling employee ratings, to recommend procedures for issuance and notification of ratings, and for review and appeal techniques"-----

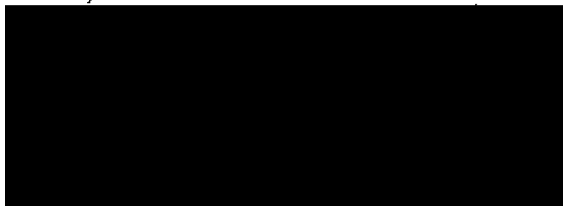
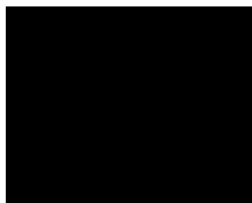
The Group recommends that procedures for the Agency use of this form be drawn up by the Personnel Office, as such procedures are within the scope and responsibility of that Office rather than this Group.

4. In order that evaluation be effective, employees must be fully acquainted with their responsibilities and trained in the technique of completing this Report. This statement is true no matter what form may be used. The success in the use of any formal reporting system depends on properly trained supervisors. It is recommended that the Office of Training in conjunction with the Personnel Office prepare the necessary training program.

5. Finally, the Group recommends that the cover sheet of the Report be utilized in presenting the Director's proposed statement on personnel policy.

6. The Working Group wishes to go on record commending the Executive Secretary for his able liaison activity and sympathetic cooperation.

CC:



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MEMORANDUM

25 January 1952

TO : Chairman, Career Service Committee

FROM : Chairman, Working Group on Employee Rating

SUBJECT: Report of special meetings held 21 and 22 January

25X1A9A 1. Meetings of the Working Group were held on 21 and 22 January for the final review of the Personnel Evaluation Report. On 22 January all members but [REDACTED] were present. [REDACTED] also 25X1A9A attended and participated in the final recommendations. The meeting of 22 January, which was called at 10:00 A.M. and adjourned at 2:50 P.M., was a continuation of the discussion begun at a session held 21 January from 11:00 A.M. to 12:30 P.M. The subject for discussion at both meetings was the final format and content of the Personnel Evaluation Report in accordance with your instructions forwarded via the Executive Secretary on 15 January. The meeting of 21 January, at which all members were present as well as [REDACTED] and 25X1A9A [REDACTED] was reported to you in my memorandum of 21 January which requested additional time to finalize the Personnel Evaluation Report.

25X1A9A 2. In addition to the changes made in format and content, the Group seriously considered the decision of the Career Service Committee that there be included in Item 17, a consideration of "family limitation", in evaluating an employee. The Group fully realizes that under certain circumstances family relationship can affect the effectiveness of an employee. The Report, however, is pointed toward all employees and therefore is not intended to prescribe for selected situations as would apply were this item to be included. Further, such personal problems should, in the opinion of the Group, be handled through administrative procedure on an ad hoc basis rather than through any formal reporting system. To include matters of such nature would destroy the effectiveness and one of the strong points in favor of the proposed form by preventing or inhibiting free and open discussion between the supervisor and employee. For these reasons the Group unanimously recommends that in no way should any employee evaluation report, applicable to all employees, be restricted in effectiveness by considering family limitations.

cc: [REDACTED]

[REDACTED]

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THE CAREER SERVICE POLICY OF THE CENTRAL INTELLIGENCE AGENCY

The course of world events has put the United States in a position of world leadership. An unparalleled opportunity exists for persons of integrity, ability and determination to serve their country in the intelligence field.

If it is to fulfill its mission, the Central Intelligence Agency must offer attractive careers to able people. The CIA Career Service Program answers this challenge. It provides an opportunity for you and the Agency to work together in developing your abilities and qualifying for advancement.

In simplest terms the Career Service Program seeks to ensure for every person in CIA fair appraisal of performance....a carefully planned development program....and advancement based on demonstrated merit. You will get a full explanation of each step in the Program as these steps are put into effect in coming months.

Cooperation in career development between the Agency and persons of ability will ensure that the present and future intelligence requirements of the United States are met. This cooperation will also ensure a full and rewarding career to those persons who dedicate themselves to the security of the United States.

/for the signature of the DCI/

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MEMORANDUM TO ALL CIA PERSONNEL

SUBJECT: The Central Intelligence Service

I have long considered it essential that CIA as part of its vital responsibility for developing a strong US intelligence system should have a career service for its intelligence personnel. A professional career service, paralleling in some respects the Foreign Service and the officer corps of the military services, is indispensable to meet the future intelligence requirements of the nation.

Accordingly, I have authorized and directed the inauguration of a long range program to provide an efficient career service system within which all qualified may serve the Agency in fuller measure.

A basic objective of the program is to conduct normal affairs of personnel, training and management with the greatest skill and efficiency of which CIA is capable. This personnel program will be applicable to all members of CIA irrespective of grade, assignment, or length of service.

The other basic objective of the program is to discover and use in full measure the talents and potentialities of proven personnel. This development program is designed to ensure to the Agency the best use of available manpower. From this effort will be identified our future executives and administrators.

As career service programs are developed benefits will accrue to the individual participants commensurate with the benefits which will accrue to the Agency. The cooperation of all will be required if maximum mutual benefit is to be derived.

The Agency program will be the responsibility of the CIA Career Service Board while programs of individual offices will be the responsibility of the various office Career Service Boards, the establishment of which I have directed this date. You will be advised by your Board of any action required on your part.

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I am confident that the effort of these Boards will prove of direct and long range benefit to all CIA personnel who desire to make intelligence service their permanent career.

WALTER B. SMITH
Director

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[For the signature of the DCI]

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